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# UNITED STATES DEPARTMENT OF AGRICULTURE AGRICULTURAL ADJUSTMENT ADMINISTRATION WASHINGTON, D. C.

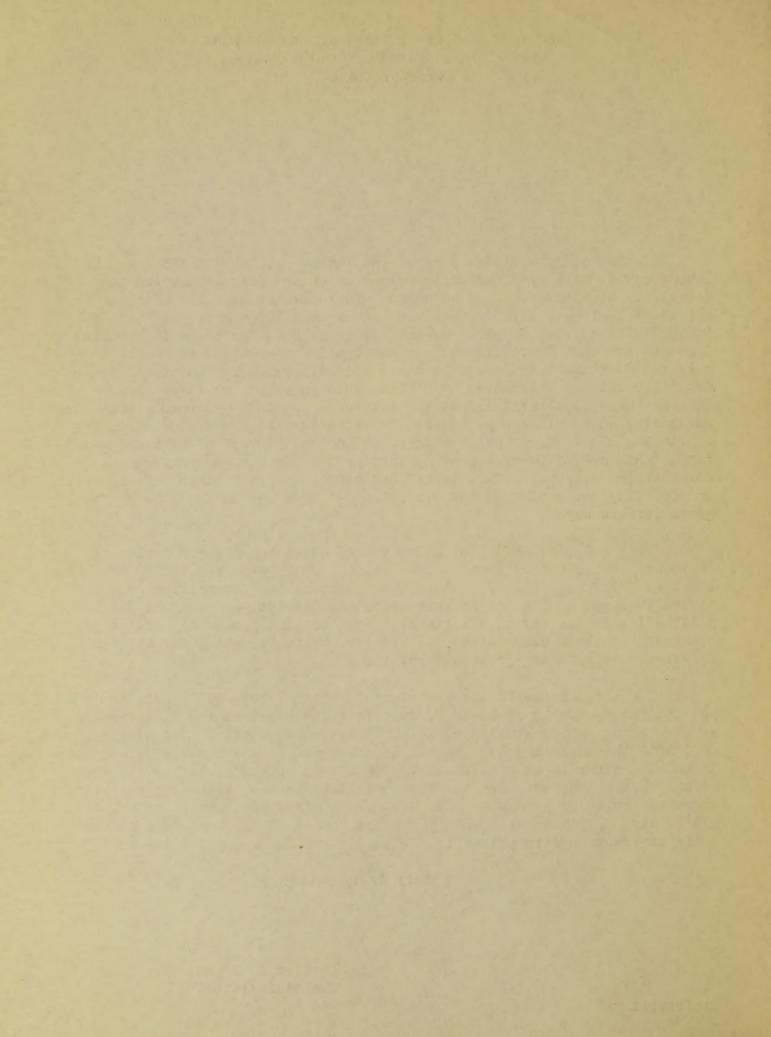
I wish to acknowledge your recent letter calling attention to the low prices of farm products while prices of things farmers buy remain relatively high or are being advanced. Your letter, together with numerous similar ones already received, makes us all the more cognizant of the prevailing price disparities and the great need for price inprovement. I assure you that Secretary Wallace and the Administrators of the Agricultural Adjustment Administration are not only aware of the situation you describe, but are attempting to utilize such power as are given them through the Agricultural Adjustment Act to secure an improvement in the purchasing power of farm products. We recognize the immediate necessity of raising the farmers' purchasing power in the interest of national welfare. This necessity of improving farm prices has become even greater now that the national effort toward business recovery through raising wages and lowering hours of work has brought about advances in the prices of goods farmers buy.

We are taking definite action toward adjusting the production and improving the prices of wheat, corn, cotton, dairy products, hogs, tobacco and rice. The economic conditions that surround the commodities not specifically named in the act are much more complicated, and unusual difficulties lie in the way of efforts at direct price improvement. Price improvement in these commodities is, however, being brought about through agreements as fast as agreements permit.

I enclose herewith three statements which I hope will indicate to you the nature of the problems we must face and show you the direct action we are taking, where at all possible, to meet emergencies. Two of these deal with the emergency hog program as announced by the Secretary on August 18 and the other is an announcement of a survey of the poultry prolbem. Efforts are being made also in many localities toward correcting the price situation in dairy products. The Department of Agriculture is attacking all of these problems with such powers as it has under the law to hasten an improvement in farm prices.

Very truly yours,

Charles J. Brand, Coadministrator.



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Very truly yours,

Charles J. Brand.

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UNITED STATES DEPARTMENT OF AGRICULTURE AGRICULTURAL ADJUSTMENT ADMINISTRATION Washington, D.C.

LTURE A JUN 30 1933
Agriculture

PROCEDURE TO BE FOLLOWED IN MAKING APPOINTMENTS IN THE AGRICULTURAL ADJUSTMENT ADMINISTRATION

With the exception of special experts and personnel to fill certain key positions requiring technical training and experience, all appointments in Washington will be governed by Civil Service rules and regulations. Applicants who have Civil Service status or who are desirous of being considered for technical positions should fill out an application blank, which will be furnished upon request, and forward same to the Agricultural Adjustment Administration, at Washington, D. C. All such application blanks received will be classified and filed for careful consideration as appointments are made.

Methods of making all appointments in the field service have not as yet been fully developed, but will be announced later in the public press. the season of  1.94 ad 4 M

# UNITED STATES DEPARTMENT OF AGRICULTURE AGRICULTURAL ADJUSTMENT ADMINISTRATION WASHINGTON, D. C.

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A AUG 23 1933 \*

U. S. Deparament of Agriculture

INFORMATION RELATIVE TO THE PERSONNEL IN THE AGRICULTURAL ADJUSTMENT ADMINISTRATION

In the Washington office it will be the fixed policy of the Department to hold the force to a minimum and, then too, we have been instructed by the Director of the Bureau of the Budget to recruit our force in the District of Columbia from the surplus of other activities in the Department where they are reducing in order to cut the cost of Government. The Washington force, save for a few key and technical positions, will be considered as within the classified Civil Service and appointments thereto made in accordance with the rules and regulations of the Civil Service Commission. Applicants who have Civil Service status should fill out an application blank, which will be furnished upon request, and forward same to the Agricultural Adjustment Administration, at Washington, D. C.

In the field we will use, as far as possible, the Extension Serv-vice, as that service has some 2300 Agricultural County Agents who are familiar with agriculture and the farmers in their respective counties. This course was adopted because it was thought that we would be able to do a more economical and expeditious job than by attempting to build a separate force. When it becomes necessary to augment the Extension Service on account of the needs and necessities of the Agricultural Adjustment Administration, the Extension force will increase its personnel and the Adjustment Administration will reimburse the Extension Service for work done for us by way of transfer of funds. The field force is, therefore, recruited largely through the State Extension Directors.

In short, this organization is using established agencies of the Government rather than building up an independent force. We are not only using agencies already established in the Department of Agriculture but agencies in other governmental activities as well.

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# UNITED STATES DEPARTMENT OF AGRICULTURE AGRICULTURAL ADJUSTMENT ADMINISTRATION WASHINGTON, D. C.

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\* AUG 23 1933 \*

U. S. Begainment of Agriculture

TO ALL COUNTY AGENTS:

You have performed an excellent service both to the people of your community and to your Government, for which I thank you.

As a further evidence of our confidence in your ability, integrity, and loyalty, the Agricultural Adjustment Administration is now imposing upon you a serious responsibility by authorizing you to consider applications by producers for permits to take out of cotton production the acreage described in the applicant's offer. The matter of granting such a permit is left to your discretion, you to be assisted and guided by the judgment of your County Committee. Please note the emergency clause in the application for a permit and grant no permit unless you are satisfied that such an emergency exists.

In passing upon such applications as may be made to you, you will show no partiality, be influenced solely by a purpose to perform an official duty with absolute fairness to the applicant and to the Government. You are expected to examine carefully the offering contract, make all such corrections and alterations as may be necessary to make it conform to the purposes of the Administration and to applicable regulations and instructions. You and your County Committee will give careful consideration to the estimated yield indicated by the applicant, and will grant no permit to any applicant unless and until you and your County Committee are fully satisfied that the estimated yield is reasonably fair and accurate. The Administration is relying upon you to protect it from fraud and from such injustice as would result from permitting overestimates of production to be made.

Yours truly,

George N. Peek Administrator.

1.94

### INSTRUCTIONS FOR SIGNING MARKE ING AGREEMENTS

This Marketing Agreement sent you herewith is to be signed end returned to:

LIBRARY
end returned to:

\* FEB 3-1934

Ammon McClellan Chief Hearing Clerk, A.A.A. 5428 South Building Department of Agriculture, Washington, D.C.

If this agreement is given to you to sign by a member of the industry, it should be returned to him to be sent to Wachington.

BEFORE THE BENEFITS OF THIS AGREEMENT CAN BE ENJOYED IT MUST BE RETURNED PROPERLY SIGNED. THE FOLLOWING INSTRUCTIONS SHOULD BE CAREFULLY READ BEFORE SIGNING.

#### INSTRUCTIONS AS TO SIGNING

- A. If the singer is an individual, the signature should be as ordinarily used in business.
- B. If the signer is an individual operating under a trade name the following form should be used:

Maplewood Dairy

By \_\_\_\_\_\_

C. If the signer is a partnership, the following form should be used:

Miller and Jones, a partnership composed of Hiram Miller and

Arnold Jones, By \_\_\_\_\_\_\_.

If the partnership agreement has any special provisions with regard to authority of partners to bind the partnership, a copy of the pertinent parts of the partnership agreement, properly identified should be returned with the agreement.

D. If the signer is a corporation, the Board of Directors should pass (over)

a resolution, in the form attached to the agreement, authorizing the signing of the Corporate name. A certified copy of the resolution must be furnished before the signature can be accepted as binding. The Corporate signature should be in substantially the following form:

THE AMALGAMAYED PRODUCTS COMPANY, INC.

77			
By			
Preside	ent or	Vice	President

(SEAL)

ATTEST

E. If the signer is acting in a fiduciary capacity, such as guardian, trustee, receiver, or the like, certified comin; of the court order appointing such fiduciary and the court order permitting the signature should be furnished.

#### GENERAL INSTRUCTIONS

- A. If a number of signed agreements are sent to the Chief Hearing Clerk together, five (5) typewritten lists of all s'mers, alphabetically arranged, should be sent.
- B. Every signer should execute the suthorization for correction of typographical errors. This is on the last page of agreement.
- C. If there is any doubt as to any point, communicate with the Chief Hearing Clerk at the address given above.

Secretary or Treasurer

UNITED STATES DEPARTMENT OF AGRICULTUR Agricultural Adjustment Administration

MEMORANDUM FOR MR. DAVIS:

MALLA

There is presented herewith a report showing detailed analysis of expenditures from date of organization to February 28, 1934. The report consists of the following Exhibits and Schedules:

Exhibit A - Summary of Expenditures, Classified by Character.

Exhibit B - General Administrative Expenses, Classified by Character.

Exhibit C - Rental and Benefits, Classified by Commodity. Exhibit D - Removal of Surplus, Classified by Commodity.

Schedule 1 - Washington, D. C. General Expense, Objective Classification. Schedules 2 to 47, inclusive - State Schedules of Rental and Benefit

Payments, analyzed by County and Commodity.

In summary, the report shows the following expenditures:

Administration:		
Washington, D. C.	\$ 4,026,959.03	
Field	4,952,974.94	<i>.:</i> 8,979,933.97
Rental and Benefits:	Appropriate Prior 6 distant displantace, allow, communitative-deposition remains required to the state of the	
Cotton	112,349,176.11	
Wheat	59,635,216.43	
Tobacco	1,586,156.56	173,570,549.10
Removal of Surplus:	Qualities—the equilibritation communication processing operation of the description of the equilibritation of t	
Hogs	38,121,013.82	
Wheat	1,980,042.91	
Butter and Cheese	9,740,627.31	49,841,684.04
Total Expenditures		3232,392,167.11

Expenditures reported herein are from the appropriations, "Salaries and Expenses, Agricultural Adjustment Administration' and "Advances to the Agricultural Adjustment Administration." Transactions in Cotton under the Special Deposit Fund are included in a separate report.

Comptroller.



# Washington, D.C. General Expensor Through February 28, 1934 Objective Classification

Salaries	\$631,283.02
Other Expenses: Supplies Communication Travel	\$ 23,255.32 25,827.48 74,687.44
Transportation of Things Printing and Binding Rent of Equipment	5,089.56 32,917.24 209.01
Equipment Missellaneous Total Other Expenses	158,869.45 19,922.62 340,778.12
Total Washington, D. C. General Expense	\$972,061.14

NOTE: Expenses of the Bureau of Internal Revenue and the Treasurer of the United States, included on this schedule in prior reports, have been distributed by Commodity, except that expenses of the Treasurer of the United States, totalling \$5,095.48, incurred on account of Cotton Option checks are included above.



IMPORTANT: Bidder take note that the accompanying sheet of "Special Conditions", applicable to all bids, are a part of these specifications and Certificate of Compliance MUST be signed and submitted with bid.

#### SPECIAL CONDITIONS APPLICABLE TO ALL BIDS.

The party or parties awarded any contract under this advertisement shall comply with each approved code of fair competition to which it is subject, and if engaged in any trade or industry for which there is no approved code of fair competition, then, as to such trade or industry, with an agreement with the President under Section 4 (a) of the National Industrial Recovery Act; and the United States shall have the right to cancel any contract for failure to comply with such provision and make open market purchase or have the work called for by the contract otherwise performed, at the expense of the contractor.

The following certificate form shall be signed and submitted by all bidders with all bids involving expenditure of Government funds (whether Federal or non-Federal), in accordance with Executive Order No. 6646, dated March 14, 1934. Only bids containing or accompanied by such certificate shall be considered or accepted. Bidders shall also require subcontractors (including suppliers) to sign similar certificates before making awards to or purchases from such subcontractors. Such certificate may be accepted as evidence that the contractor is complying with the applicable approved code or codes of fair competition adopted under Title I of the National Industrial Recovery Act for the trade or industry or subdivision thereof involved, or, if there be no such approved code of fair competition, with the President's Reemployment Agreement.

#### CERTIFICATE OF COMPLIANCE

It is hereby certified that the undersigned is complying with and will continue to comply with each approved code of fair competition to which he is subject, and/or if engaged in any trade or industry for which there is no approved code of fair competition, then as to such trade or industry that he has become a party to and is complying with and will continue to comply with an agreement with the President under Section 4 (a) of the National Industrial Recovery Act (President's Reemployment Agreement) and that all other conditions and requirements of Executive Order No. 6646, dated March 14, 1934, are being and will be complied with.

Provided, that where supplies are purchased that are not mined, produced, or manufactured in the United States (see sec. 2, Title III, of the act approved March 3, 1933, Public No. 428, 72d Cong.), the special or general code of fair practice shall apply to that portion of the contract executed within the United States.

(Date)	(Individual or firm name)

Any person falsely certifying as to compliance who submits any such proposal, bid, contract, or subcontract, or accepts any purchase order, may be punished as provided in section 10 (a) of the National Industrial Recovery Act, by a fine of not to exceed five hundred dollars (\$500) or imprisonment not to exceed 6 months, or both, and in event of any such false certification by any such person, any contract, subcontract, or purchase order to which he is party secured by or in furtherance of any such proposal or bid may be cancelled by the other party thereto, and the unfinished portion thereof completed at the expense of the person guilty of such false certification and his sureties, if any.

Whenever a dispute shall arise between any agency of the United States and any bidder, contractor, supplier, or other person as to compliance with any code of fair competition or with an agreement with the President as aforesaid in connection with any proposal, bid, contract, subcontract, or purchase order mentioned herein, the Administrator for Industrial Recovery, or such agency as he shall designate, shall decide such dispute and, for the purposes of action under Executive Order 6646, of March 14, 1934, such decision shall be final and conclusive; but the determination of such agency of the United States shall be effective for all purposes pending such decision.

All provisions of approved codes of fair competition shall apply to the making and performance of contracts with or sales to agencies of the United States.

Bidder hereby warrants that all unmanufactured articles, materials and supplies offered herein have been mined or produced in the United States, and that all manufactured articles, materials, and supplies offered have been manufactured in the United States wholly from articles, materials, or supplies, mined, produced, or manufactured, as the case may be, in the United States, except as stated below:

Prices bid herein include any Federal tax heretofore imposed by the Congress which is applicable to the material on this bid. If any sales tax, processing tax, adjustment charge, or other taxes or charges are imposed or changed by the Congress after the date set for the opening of this bid and made applicable directly upon the production, manufacture or sale of the supplies covered by this bid, and are payable by the contractor on the articles or supplies herein contracted for, then the prices named in this bid will be increased or decreased accordingly, and any amount due the contractor as a result of such change will be charged to the Government and entered on vouchers (or invoices) as separate items.



#### IMPORTANT NOTICE TO VENDORS



In conformity with provisions of Executive Order No. 6646, dated March 14, 1934, this purchase order is issued subject to the vendor's ability to certify that he is complying with and will continue to comply with the requirements of the following certificate of Compliance. Such determination must be made prior to filling the order and in the event of the vendor's inability to fully meet all the conditions set forth in the certificate this order is void and must be returned forthwith to the office of origin.

Certificate of Compliance must be executed and returned with voucher and/or invoice rendered against this order.

#### CERTIFICATE OF COMPLIANCE

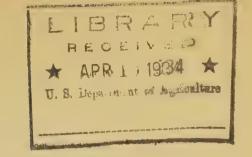
It is hereby certified that the undersigned is complying with and will continue to comply with each approved code of fair competition to which he is subject, and/or if engaged in any trade or industry for which there is no approved code of fair competition then as to such trade or industry that he has become a party to and is complying with and will continue to comply with an agreement with the President under Section 4 (a) of the National Industrial Recovery Act (President's Reemployment Agreement) and that in his performance of the contract or purchase order involving the attached account he has not employed any articles, materials, or supplies, in whole or in part produced or furnished by any person who has not certified that he is complying with and will continue to comply with each code of fair competition which relates to such articles, materials, or supplies, or in case there is no approved code for the whole or any portion thereof, then, to that extent, with an agreement with the President under Section 4 (a) of the National Industry Recovery Act (President's Reemployment Agreement).

Provided, that where supplies are purchased that are not mined, produced, or manufactured in the United States (see sec. 2, Title III, of the act approved March 5, 1933, Public No. 428, 72d Cong.), the special or general code of fair practice chall apply to that portion of the contract executed within the United States.

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Form No. Wcl-2
United States Department of Agriculture
Agricultural Adjustment Administration
Office of The Comptroller
Claims Section



AdAM

REQUEST FOR ADMINISTRATIVE EXAMINATION AND REPORT

Date
Commodity Contract
State - County - Serial No.
Returned Check - Amount - Number
Refund Received - Amount - Number

W. B. Jenkins Chief of Contract Records Section

Claims	Examiner

The claim, together with your report, should be returned to the Claims Section for further action.

E. E. Naylor General Auditor



Form No. Ccl-13
United States Department of Agriculture
Agricultural Adjustment Administration
Office of the Comptroller
Claims Section

AdAM

REQUEST FOR DATA CONCERNING LOST OF FOR

Date

To: Contract Records Section or Rental and Benefit Section (check (x) appropriate one)

From: Claims Section

	Re: State	Count	* * * * * * * * * * * * * * * * * * *	_Serial No	O *
The Claims	s Section is in	receipt of a	communica	tion dated	
1934, to the ef	ffect that the (	Cotton Option	Contract	(Form C-5,	C-5A, C-EB)
issued	, 193, to	0	on	the above	contract has
been lost or de	estroyed.				

If the Cotton Option has been received and exercised, you are requested to advise the date of settlement and the amount paid thereon.

In the event the said contract has not been received the Claims Section should be so advised, and in addition thereto that a stop payment notation has been made on the proper records.

E. E. NAYLOR General Auditor



### UNITED STATES DEPARTMENT OF AGRICULTURE AGRICULTURAL ADJUSTMENT ADMINISTRATION WASHINGTON, D.C.



There is enclosed a copy of the Code of Fair Competition for the Live Poultry Industry of the Metropolitan Area in and About the City of New York. You will note that on page 14, paragraph 2, subparagraph (d) provides that the Industry Advisory Committee has the

duty: --

"To cooperate with the Bureau of Agricultural Economics in the preparation of uniform standards, grades (including consumer grades) and terminology for the various products of the industry. The industry advisory committee shall within six (6) months of the approval of this code forward its recommendations on standards, grades, and terminology to the Secretary. When after due notice and an opportunity for a hearing, standards, grades, and terminology for any produce of the industry are promulgated by the Secretary all members of the industry may use such standards, grades, and terminology in the purchase and sale of all products, wherever applicable, and, if so, shall conspicuously designate such standards and grades on produce or packages of produce, wherever applicable,"

We are attempting to collect and assimilate all available information and studies regarding standards, grades and terminology for both live and dressed poultry so that we may assist code committees in the development of their studies and reports regarding standards, grades and terminology for both live and dressed poultry. We are anxious to accumulate information regarding grade descriptions and research data

which relates to the determination of quality. While the enclosed Code covers only the Metropolitan Area of New York, we know that you appreciate that this Code has a direct bearing upon every poultry producer in the United States. Therefore, we would appreciate any information or suggestions which you may have regarding live and dressed poultry standards, grades and terminology.

Your cooperation will enable us to be of more service to the code committees.

Very truly yours,

J. H. Radabaugh, Ass't. Agricultural Economist, General Crops Section.





# SUGGESTED MEMORANDUM TO EXTENSION DIRECTORS AND FIELD WORKERS

The experience in Washington in handling the first Early Payment Contracts directs attention to several faults in the preparation and transmittal of contracts. If these faults are not corrected, there will be much unnecessary delay in acceptance, and a burden of correspondence arising relative to individual contracts.

Some of these faults are as follows:

- 1. Missing documents in exceptional contracts establishing the legal right of the producer to sign.
- 2. Lack of care in carrying fractions as instructed for certain items in Table V in the County Committee's Columns.
- 3. Failure on the part of the Committee to fill in all items in their columns in Table V. Some Committees have only <u>filled</u> in items 1, 5, and 6 of Table V. In connection with compliance, it is important to have either the County Committee's confirmation of producers' statements or the Committee's adjustment for each item in Committee columns of Table V.
- 4. In some cases, in the Committee's columns of Table V, the producers' statements for items 1 and 2 have apparently been accepted whereas the Committee items 3 and 5 indicate that adjustments were made. The Committee has failed to distribute all the hogs accepted in item 2. In these cases the Committee's figure in their "average" column for item 3 in some cases checks horizontally with the annual figures accepted, and in other cases checks vertically. Obviously, item 3 should check both ways.
- 5. In some contracts received, the producers' statements showed "litters" and "hogs produced" in both spring and fall of each base year. In the Committee's columns all of the spring and fall figures of the producer were accepted for one of the years but only the spring figures of the producer were accepted for the other year. In such instances it is not possible to judge whether the producer was "adjusted out" of all his fall litters and pigs in one of the two years, or, whether it was a clerical error in drawing up the contract. Such an adjustment is possible and such contracts will be accepted in Washington as having been so adjusted. If these cases are "clerical errors," it is obvious that the Committee has been careless in checking the final typed copy of the contract and that the producer has also been careless in not checking to see what he had signed.

- 6. In some contracts received there are apparently "special conditions" bearing on certain items in Table V of the contract that have not been recorded by the Committee in the lines provided at the upper left of Table V. This is important to a thorough understanding and prompt acceptance of contracts.
- 7. In Table IV of the Contract the producer in Column (A) sometimes offers an "even" number of acres in item 2 and a rounded percentage in item 3. It is best that the producer's offer in acres be accepted by the Committee (if within required percentage limits) and that in Column (B) the Committee make correct computation of the percentage in tenths. This method will probably be most acceptable to the producer because he has planned definitely for the "contract acres" he has specified. It also simplifies the compliance check.

## A FIELD WORKER'S RESPONSIBILITY

The above items cannot be checked by the State Boards of Review, because, in most instances, they fail to see any of the contracts as actually and finally drawn, but only listing, analysis, and transmittal sheets. They are faults to be avoided and their avoidance depends largely on thorough education of Committees by County Agents, Emergency Agents, and Field Workers.

Extension agents and field workers can also assist materially in hastening the completion of the county listing for presentation to the State Board of Review. Prompt completion of this work in each county of every State is essential to the early establishment of quotas and instructions from State Boards of Review to County Committees relative to necessary adjustments. These county and state quotas cannot be definitely determined until all these county summaries for the State, on the listing sheet C.H.-21, are in the hands of the State Board of Review. (Note the 5th paragraph of C.E.M. 165, Part III, concerning the establishment of county quotas. This memorandum was approved by the Secretary of Agriculture.)

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UNITED STATES DEPARTMENT OF AGRICULTURE
AGRICULTURAL ADJUSTMENT ADMINISTRATION
WASHINGTON, D. C.

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RECEIVED

\*\* JUN 23 1934 \*\*

U. S. Department of Agriculture

In pursuance of the provisions of the Agricultural Adjustment Act of May 12, 1933 as amended, we request that you submit to this office within ten days from the date of this letter:

- 1. Balance Sheets as of December 31, 1932 and of December 31, 1933.
- 2. Operating Statement for the year ending December 31, 1933, with pertinent related Volume Statistics for the same period, and
- 3. Reconciliation of Surplus for the year ending December 31, 1933.

This requested report should be attested to by responsible offical of your organization.

All information furnished in compliance with this request shall remain confidential, in accordance with applicable General Regulations, Agricultural Adjustment Administration.

Enclosed is a franked envelope for the return of these statements, which requires no postage and is addressed to Comptroller, Agricultural Adjustment Administration, Washington, D. C.

Very truly yours,

John B. Payne, Comptroller.

Enclosure.





UNITED ST.TES DEPART ENT OF AGRICULTURE Agricultural Adjustment Administration Office of the Comptroller

#### MEMORANDUM FOR MR. DAVIS:

There is presented herewith a report showing detailed analysis of expenditures from date of organization to June 30, 1934. The report consists of the following Exhibits and Schedules:

Exhibit A - Summary of Expenditures, Classified by Character.

Exhibit B - Rental and Benefits, Classified by Commodity.

Exhibit C - Removal of Surplus, Classified by Commodity.

Exhibit D - General Administrative Expenses, Classified by Character.

Schedule 1 - General Administrative Expenses, Objective Classification.

Schedule 2 to 47, inclusive - State Schedules of Rental and Benefit Payments, analyzed by County and Commodity.

In Summary, the report shows the following expenditures:

Administration:		
Washington, D. C.	\$ 7,876,842.56	
Field	9,897,575.50	\$17,774,418.06
Rental and Benefits:		
Cotton	139,525,359.58	
Wheat	68,965,433.17	
Tobacco	12,861,632.35	
Corn-Hogs	7,281,251.31	228,633,676.41
Removal of Surplus:		
Hogs	44,691,924.32	
Wheat	5,009,494.28	
Butter and Cheese	10,608,753.56	
Cattle	695,552.00	61,005,724.16
Total Expenditures		\$307,413,818.63

Expenditures reported herein are from funds made available to the Agricultural Adjustment Administration. Transactions in cotton under the Special Deposit Fund, however, are included in a separate report.

JOHN B. PAYNE, Comptroller.



### INSTRUCTIONS FOR PILLING OUT EXPENSE VOUCHER

LIBRARY ★ AUG 15 1934 ★

Under APPROPRIATION insert appropriation shown in first paragraph of your D letter of authorization.

U. S. Department of Agriculture n your letter

- Under OFFICIAL HEADQUARTERS insert: name of place designated of authorization.
- Dates of beginning and ending of travel covered by the voucher, number and date of authorization, and total amount of voucher should be inserted in the proper places.
- Sign your name after the word PAYEE and fill in title.
- Have account notazied or certified to by a Postmaster, or Assit Postmaster.
- If complete travel trip is not on one voucher, fill out Items 1, 2 & 3 of itemized Schedule of Travel.
- Under CHARACTER OF EXPENDITURE start your account by stating the date and time you left Headquarters; then itemize your expenses, according to dates.
- Give date and time of arrival and departure at points visited over night.
- Taxi fare is allowed only to and from station to hotel or home.
- For local phone calls, show number and rate per call, and state official business.
- For long distance calls show name of party, place called, and length of call, and state official business. If charge is more than \$1.00 receipt is required or statement that coin box was used.
- In sending telegrams, copies with amount thereon should accompany the voucher.
- If cash fare is paid on train or bus, cash receipts should be obtained and submitted with voucher, and explanation given why transportation requests were not used.
- Duplicate transportation request should accompany the voucher for all travel performed covered by that voucher.
- When private automobiles are used, mileage covered daily should be shown. Mileage should start and end at corporate limits, (See Note on Reverse Page)
- Per diem should be calculated from date and hour of departure from Headquarters to date and hour of return.
- Per diem is figured on a quarter day basis, the time is from 12:00 midnight to 6:00 A. M., from 6:00 A. M. to 12:00 noon, from 12:00 noon to 6:00 P. M., and from 6:00 P. M. to midnight. Any fraction will be

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considered as a quarter of a day. Per diem may begin during any quarter period. If trip is less than 24 hours, per diem is for three hour periods from time of departure.

Care should be used in making out accounts; writing should be plain and no erasures made unless initialed by payee.

## NOTE - - (See first page)

Reimbursement for use of personally-owned automobile at the rate of 5 cents a mile, is allowable when a showing is made in the reimbursement voucher of the comparative cost between travel by personally owned automobile and common carrier, or other mode of transportation when available, taking into consideration increased subsistence expenses, if any, through increased travel time, or less subsistence savings, if any, through reduced travel time, as the case may be, in accordance with the provisions of paragraph 12 (a) as amended, Standardized Government Travel Regulations, as set forth below:

- (1) Points of travel and actual cost of railroad fare, plus pullman.
  (2) Mileage, beginning and ending with corporate limits of official station at 5 cents a mile, together with increased or decreased subsistence expenses due to increased or reduced travel time.
- (3) Savings or increased cost due to official travel by automobile.

In the event the places visited are rural communities that are inaccessible to common carriers, the places or points of travel, together
with the number of miles, should be shown with the mileage rate and total
mileage due, and be supported by a statement to the effect "that the places
or points visited were rural communities or districts inaccessible to common carriers".

STRICT ATTENTION TO THE ABOVE REGULATIONS WILL INSURE PROMPT PAYMENT OF YOUR ACCOUNT.

AGRICULTURAL ADJUSTMENT ADMINISTRATION Agricultural Adjustment Administration Washington, D.C.



A series of regional meetings has been scheduled to consider the present situation as to crop and livestock production and to determine the most effective way to obtain the sentiment of members of corn-hog production control associations regarding what production adjustments should be undertaken in 1935. Following is a list of the meetings, places and dates:

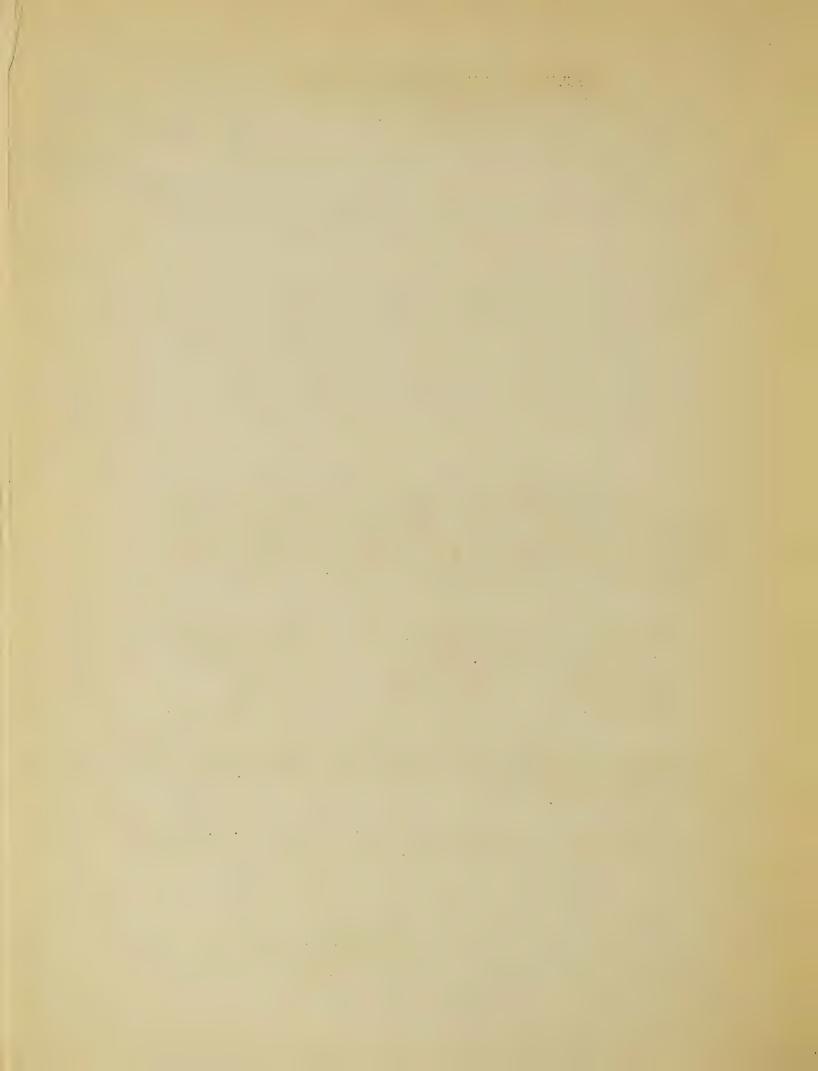
September	10 - 11	Indianapolis	Claypool Hotel
September		Kansas City	Hotal Muehlebach
September	14 - 15	St. Paul	University Farm
September		Salt Lake City	Hotel Utah
September	15	New York City	Hotel Taft
September	19	Atlanta	Henry Grady Hotel

You are invited to attend the meeting which you can most conveniently reach and your suggestions as to what further production adjustments are desirable and how they may best be brought about will be appreciated.

The opening hour for these meetings will be 10 A. M. Trusting that you may be able to attend one of these meetings, I am

Very truly yours,

Chester C. Davis



I.M. i.m.

UNITED STATES DEPARTMENT OF AGRICULTURE Agricultural Adjustment Administration Washington, D. C.

To Executive Secretary, State Allotment Board.

Dear Sir:

During a period of several weeks this office has been negotiating with representatives of approved Bonding Companies for a satisfactory rate for fidelity bonds to be executed by Assistants in Cotton Adjustment and Executive Secretaries of the State Allotment Boards.

The first rate suggested by this office was \$1.35 per thousand dollars, this being the rate paid for bonds executed by certain employees of the Farm Credit Administration. This rate was promulgated by Horace

T. Clark & Company, representing the Glen Falls Indemnity Company, but the Company did not approve the rate and it was withdrawn, and the rate for these bonds established by them and other companies operating under the Towner Rating Bureau was placed at \$5.00 per thousand.

This rate was rejected by this office and arrangements were made with the Seaboard Surety Company to write these bonds at a rate of \$3.00 per thousand dollars for a twelve month period with a minimum earned premium of ten dollars.

You will receive from Thompson & Jones, the local Washington
Agency for The Seaboard Surety Company, an application form and a copy
of the bond form for \$10,000.00 in triplicate. Please have these carefully executed and mail the same with a Post Office money order in favor
of the Seaboard Surety Company for \$30.00. You can mail this in the
addressed envelope which will be enclosed with the application, or if you
prefer, you can send the remittance direct to the Cotton Section. All
three copies of the bond should be forwarded and the triplicate, after
having been executed by the company, will be returned to you.

All bonds in order to be acceptable to the Government must be written by an approved bonding company, acceptable to the United States. Treasury and executed by an officer of said company whose authority to perform this function has been properly certified to the Government. You are not required to purchase your bond from the Seaboard Surety Company and if you desire to do so, you may furnish bond on this form from any other approved bonding company. Up to the present moment, however, this is the only approved company that has offered to write this bond at the rate of \$3.00 per \$1,000.00.

Please have this matter attended to at once as it is required by the Administration that a satisfactory bond must be furnished by all persons holding the position of Executive Secretary of State Allotment Boards.

Very truly yours,

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C. W. Warburton,
Director of Extension.

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C. H. Carl.

C. A. Cobb, Chief Cotton Production Section, Commodities Division.

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To All State Emergency Relief Administrators:
All Rural Rehabilitation Directors:

In order that the rehabilitation of farm families on relief may rest on a sound business basis, it is essential that definite farm and home management plans be worked out for individual cases. A farm budget showing the schedule of advances to be made, the prospective net income, and plan of repayment to the corporation, should be prepared for each client. Suggestive forms are being drawn up for the guidance of the States in farm budgeting and planning. The staff of rehabilitation workers should be qualified to compute budgets and formulate individual plans.

It is of the utmost importance that the services of trained farm-management specialists be made available at once in the respective States to instruct the field staff in rural rehabilitation in these budgeting and planning methods. The U.S. Department of Agriculture is delegating the service of farm-management specialists who will cooperate with farm-management specialists in the States in conducting training schools for field workers.

May I suggest that you confer at once with your State Director of Agricultural Extension and formulate a plan for providing such instruction as may be required to inaugurate this procedure.

Very truly yours,

LAWRENCE WESTBROOK

Assistant Administrator

Fauronce Mesteroofs

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UNITED STATES DEPARTMENT OF AGRICULTURE Agricultural Adjustment Administration Washington, D. C.

Gentlemen:

As you know, we have asked canners of tomatoes, sweet corn and certain other vegetables and fruits to conform to the spirit of the President's recovery program by increasing prices to growers over the prices stated in contracts made earlier in the year.

Many canners, working on a small margin, would find this impossible if they could not, in turn, obtain from the distributors who hold forward contracts with them a revision of these contracts to take into account the higher costs of raw material.

A large number of distributors have already given us assurance of their assistance in effecting these necessary adjustments in the public interest. In order to make certain that our program is being adhered to by all branches of the trade, we are asking you and the other distributing firms who buy from canners to cooperate fully with canners in making the adjustments in forward contracts necessary in order to take into account the higher cost of raw products resulting from the compliance with our request that canners increase prices to farmers. This adjustment should not be confused with any adjustment made necessary by the fact that a canner's labor costs may have been increased as a result of his compliance with the President's Reemployment Agreement.

We have been informed that you have purchased tomatoes for future delivery and that these future contracts will be affected by our request that canners increase their prices to growers. If you have not already done so, will you please advise us at the earliest possible date whether you are participating in this program?

Very truly yours,

Charles J. Brand Coadministrator.

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## UNITED STATES DEPARTMENT OF AGRICULTURE AGRICULTURAL ADJUSTMENT ADMINISTRATION JUN 4 - 1935 WASHINGTON, D.C. U. S. Department of Agriculture

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U. S. Deparament of Agriculture

On behalf of the President, we have been asked to acknowledge receipt of your recent message in regard to the cotton program and the processing tax. As you know, the President has always been glad to receive constructive criticism or suggestions bearing on the operation of the many measures which this Administration has undertaken in order that all of our citizens might obtain a better living.

We appreciate your interest in the cotton program and are glad your letter has been called to the attention of the Department of Agriculture. We believe, however, that you have been misinformed as to the purposes of the Agricultural Adjustment Act and that the true facts of the cotton situation have not been placed before you.

It is recognized that the textile industry has difficult problems; yet, at the same time, you will recall that these problems have existed for many years and did not originate with the cotton program.

In public discussion of these difficulties, some important points fail to receive due attention. For example, it should be noted that Japanese imports of cotton goods amount to <u>less than one percent</u> of our domestic production, and in 1934 cotton mills consumed 400,000 more bales with the processing tax in effect than were consumed in 1932 when cotton was low priced and no processing tax existed.

The Agricultural Adjustment Act is a means adopted by Congress for protecting our farmers from bankruptcy and poverty, and is designed to help the men and women who produce our country's food supplies to obtain a fair value for their labors. Nothing more is intended. Farmers will then be able to buy the shoes, clothing, tools, hardware, and other supplies they sorely need, thereby creating employment for thousands of workers in manufacturing centers.

We are glad you have expressed your views as frankly as you have. In turn, will you study the enclosed publications in order that you may reach a decision based on an impartial consideration of actual conditions?

Very truly yours,

Paul R. Preston, Chief, Correspondence Unit, Division of Information.

Enclosures PRP: fs

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UNITED STATES DEPARTMENT OF AGRICULTURE AS CEIVED AGRICULTURAL ADJUSTMENT ADMINISTRATION JUN 4 - 1935
Washington, D.C.

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ON JUN 4 - 1935 A

U. S. Department of Agriculture

MEMORANDUM TO COUNTY AGENTS IN COTTON PRODUCTED STATES

In order that it may be understood how deductions from benefit payments are made where the producer overplanted beyond 65% of his base acreage for 1934, there are attached hereto three sample worksheets, as used in the Washington Office.

In all three cases the producer is assumed to have received a Notice of Acceptance showing: base acreage - 10 acres; yield per acre - 100 lbs.; rented acres - 3 acres; rental per acre - \$3.50; total rental payment - \$10.50; farm allotment - 400 lbs.; and acres to plant - 7 acres; and to have received a first rental payment of \$5.25.

John Doe, Serial No. 1, planted 1/2 acre over the maximum of 7 acres, as shown in items B and F. In order to settle the contract, this overplanting required (1) that the rental payment be re-figured on the basis of 2 1/2 rented acres instead of 3 rented acres, as shown in item K, which makes the total rental payment due under the contract \$8.75 instead of \$10.50 as shown on the Notice of Acceptance, and (2); that a penalty of 6¢ per pound be imposed for the lint produced on the 1/2 acre harvested over the maximum of 7 acres, as shown in items H and J. The yield per acre shown on the Notice of Acceptance is used as the basis for computing the amount of lint produced on the overplanted acreage on which the penalty is imposed. The refigured total rental payment of \$8.75 (item K), minus the first payment previously made of \$5.25 (item L), leaves an adjusted second rental payment of \$3.50 (item M), from which must be deducted the penalty of \$3.00 (item J), leaving a balance due of \$.50 (item N). John Doe is paid the full amount of the parity payment of \$4.00 (item 0). The payments due are shown again in the summary on the reverse side of the worksheet.

Richard Doe, Serial No. 2, planted .6 of an acre over the maximum of 7 acres. Comparison with John Doe's worksheet shows a further reduced total rental payment of \$8.40 (item K) and an increased penalty of \$3.60 (item J). It will be noted that the adjusted second rental payment due is only \$3.15 (item M), which makes it necessary to go into the parity payment to take care of the full amount of the penalty of \$3.60. This computation is shown in items P and Q. It will be noted in the summary that no further rental is payable and the parity payment is reduced to \$3.55.

Tom Smith, Serial No. 3, planted 1 acre over the maximum of 7 acres. This causes a reduction of the total rental payment to \$7.00 (item K) and a penalty of \$6.00 (item J). The adjusted second rental

payment due of \$1.75 (item M), plus the parity payment of \$4.00 (item O), makes a total of only \$5.75 (item P), so that it becomes necessary to secure a refund from the producer of  $25\phi$  (item R) out of the first rental payment previously made, in order to take care of the \$6.00 penalty.

In the case where the producer is a managing share-tenant, the deductions are made in accordance with the division of payments called for in the contract.

In no case of overplanting is a refund requested from the producer of more money than he received as first rental payment. When all payments made or due are absorbed by the deduction, (which occurs when the producer has planted approximately 82 percent of his base acreage), the contract is placed in line for cancelation.

Very truly yours,

Culevalue

C. W. Warburton, Director of Extension Work. C. A. Cobb,

Director, Division of Cotton.

Enclosures.

# FORM CR-COTTON OP-2 AGRICULTURAL ADJUSTMENT ADMINISTRATION RENTAL AND BENEFIT AUDIT SECTION OFFICE OF THE COMPTROLLER WASHINGTON, D. C.

WORK SHEET TO BE USED IN MAKING COMPUTATIONS RELATIVE TO THE 1934 and 1935 COTTON ACREAGE REDUCTION CONTRACT INDICATED HEREIN IN WHICH COTTON GROWN AND HARVESTED IN 1934 WAS IN EXCESS OF 65% OF THE BASE ACREAGE.

Stat	e 99 County 234 Serial Number 1 Name of Producer	John D	oe
(A)	Base Acreage as Entered in Column 6 (Form No. CR-Cotton 201), Notice of Acceptance	10	00
(B)	Cotton Acreage Actually Grown and Harvested (item (2), Section I of Certificate of Compliance for 1934)	7	50
(C)	Adjusted Rented Acreage (item (A) minus item (B))	2	50
(D)	Minimum Number Rented Acres under terms of contract (item (A) x 35%)		00
(E)	Maximum Number Planted Acres under terms of contract (item (A) minus item (D))	7	00
(F)	Number of Acres Grown and Harvested in Excess of 65% of Base Acreage (item (E) minus item (E))		50
(G)	Adjusted Yield per Acre (Column 7, Form CR-Gotton 201)	100	) 
(H)	Production of Lint Cotton for the Acreage Planted to Cotton in excess of 65% of the Approved Base Acreage (item (F) x item (G))	50	0 0 0 0 0 0
(I)	Rate per Pound Prescribed in the Making of Deduction	\$	.06
(J)	Total Deduction (item (H) x item (I))	\$3	00
(K)	Total Adjusted Rental Payment for 1934 (item (C) x Rental per Acre, Column 9, CR-Cotton 201)	\$8	75
(L)	First Rental Payment, Previously Made (Comptroller's Certificate (Form No. Cotton 1))	\$5	25
(M)	Adjusted Second Rental Payment Before Deduction (item (K) minus item (L))	\$3	50
(N)	Balance Due as Second Rental Payment for 1934 (item (M) minus item (J))	\$	50
			•
(0)	Parity Payment for 1934 (Column 11, CR-Cotton 201 x \$.01)	\$ 4	60
(P)	Total of the Adjusted Second Rental Payment for 1934 plus the Parity Payment for 1934 (item (M) plus item (O))	\$	6 5 7 2 8

(ସୃ)	Adjusted Parity Payment for 1934 (item (P) minus item (J))	\$
	•	
(R)	Refund Due from First Rental Payment for 1934, Previously made (item (J) minus item (P))	\$0.00
		) 
(S)	Item (K) \$ minus item (J) \$	\$
(T)	DIVISION OF PAYMENT	
	Dental Payment, If Any	
		ngi yan mitu yanasalangi ganalika. Permisi i mingapakan prinsipal milawak di
	Balance  Due	Refund from First Rental Payment
	; ;	**************************************
1 a.	Landlord	\$
1 b.	Producer,	\$

## Parity Pryment. If Any

			y P. or - The Administration - Administration and the Administration - Adm	etapian med v. companyadado, pris astronoprantamente desprisación acumismos astronopranta el properties de la	·	
2 a.	Landlord				\$	XXXXX
2 b.	Producer,	• • • •		100 %	\$ 4.00	XXXXX
	mot ol				d / 00	

# FORM CR-COTTON OP-2 AGRICULTURAL ADJUSTMENT ADMINISTRATION RENTAL AND BENEFIT AUDIT SECTION OFFICE OF THE COMPTROLLER WASHINGTON, D. C.

WORK SHEET TO RE USED IN MAKING COMPUTATIONS RELATIVE TO THE 1934 and 1935 COTTON ACREAGE REDUCTION CONTRACT INDICATED HEREIN IN WHICH COTTON GROWN AND HARVESTED IN 1934 WAS IN EXCESS OF 65% OF THE BASE ACREAGE.

Stat	e 99 County 234 Serial Number 2 Name of Produ	cer_Ri	chard Roe
(A)	Base Acreage As Entered in Column 6 (Form No. CR-Cotton 201), Notice of Acceptance	•	10 00:
(B)	Cotton Acreage Actually Grown and Harvested (item (2), Section I of Certificate of Compliance for 1934)	Selection (Selection (	7 60
(C)	Adjusted Rented Acreage (item (A) minus item (B))	Securitari	2 40
(D)	Minimum Number Rented Acres under terms of contract (item (A) x 35%)	la-copped	3 00
(E)	Maximum Number Planted Acres under terms of contract (item (A) minus item (D))	(Compress	7 00
(F)	Number of Acres Grown and Harvested in Excess of 65% of Base Acreage (item (B) minus item (E))		60
(G)	Adjusted Yield per Acre (Column 7, Form CR-Cotton 201)		100
(H)	Production of Lint Cotton for the Acreage Planted to Cotton in excess of 65% of the Approved Base Acreage (item (F) x item (G))		60
(1)	Rate per Pound Prescribed in the Making of Deduction	. \$ _	.06
(J)	Total Deduction (item (H) x item (I))	\$	3 60
(K)	Total Adjusted Rental Payment for 1934 (item (C) x Rental per Acre, Column 9, CR-Cotton 201)	\$	8 40
(T)	First Rental Payment, Previously Made (Comptroller's Certificate (Form No. Cotton 1))	\$_	5 25
(M)	Adjusted Second Rental Payment Before Deduction (item (K) minus item (L))	\$	3 15
(N)	Balance Due as Second Rental Payment for 1934 (item (M) minus item (J))	\$_	0 00
	O		
(0)	Parity Payment for 1934 (Column 11, CR-Cotton 201 x \$.01)	\$_	4 00
(P)	Total of the Adjusted Second Rental Payment for 1934 plus the Parity Payment for 1934 (item (M) plus item (O))	\$	7 15

(Q)	Adjusted Parity Payment for 1934 (item (P) minus item	ı (J));;	\$3	55			
	0						
(R)	Refund Due from First Rental Payment for 1934, Previous made (item (J) minus item (P))	usly	\$ 0	00			
				6			
(s)	Item (K) \$ minus item (J) \$		\$	9 9 9 6 6			
(T)	DIVISION OF PAYMENT						
	Rental Payment, If Any						
		Balance Due	Refund fr First Ren Payment	ital			
				Stations organizacy			
1 a.	Landlord (50%)	\$	\$				
1 b.	Producer;	\$.0.00	\$ 07.00				
	Total	\$	\$				
	Parity Payment, If Any						
2 a.	Lordford.	\$	XXXX				
2 ъ.	Producer,	\$ <u>3.55</u>	XXXX	waterwy			
	Total	\$ 3.55	XXXX	polonustatir naga -p			
				making an			

# FORM CR-COTTON CP-2 AGRICULTURAL ADJUSTMENT ADMINISTRATION RENTAL AND BENEFIT AUDIT SECTION OFFICE OF THE COMPTROLLER WASHINGTON, D. C.

WORK SHEET TO BE USED IN MAKING COMPUTATIONS RELATIVE TO THE 1934 and 1935 COTTON ACREAGE REDUCTION CONTRACT INDICATED HEREIN IN WHICH COTTON GROWN AND HARVESTED IN 1934 WAS IN EXCESS OF 65% OF THE BASE ACREAGE.

Sta	te 99 County 234 Serial Number 3 Name of Pro	duc	cer Tom S	mi t
(A)	Base Acreage As Entered in Column 6 (Form No. CR-Cotton 201) Notice of Acceptance	),	10.00	
(B)			8:00	
(c)	Adjusted Rented Acreage (item (A) minus item (B))		2:00	
(D)	Minimum Number Rented Acres under terms of contract (item (A) x 35%)		3 00	and Grand
(E)	Maximum Number Planted Acres under terms of contract (item (A) minum item (D))		7 00	
(F)	Number of Acres Grown and Harvested in Excess of 65% of Base Acreage (item (B) minus item (E))		1 00	
(G)	Adjusted Yield per Acre (Colum 7, Form CR-Cotton 201)		100	
(H)	Production of Lint Cotton for the Acreage Planted to Cotton in excess of 65% of the Approved Base Acreage (item (F) x item (G))		100	
(1)	Rate per Pound Prescribed in the Making of Deduction		06	
(J)	Total Deduction (item (H) x item (I))	\$_	6 00	
(K)	Total Adjusted Rental Payment for 1934 (item (C) x Rental per Acre. Column 9, CR-Cotton 201)	\$_	7 00	
(L)	First Rental Payment, Previously Made (Comptroller's Certificate (Form No. Cotton 1))	\$	5:25	
(M)	Adjusted Second Rental Payment Before Deduction (item (K) minus item (L))		1	
(N)	Balance Due as Second Rental Payment for 1934 (item (M) minus item (J))		6 6 6	****
			:	
(0)	Parity Payment for 1934 (Column 11, CR-Cotton 201 x \$ .01)	\$	4 00	
(P)	Total of the Adjusted Second Rental Payment for 1934 plus the Parity Payment for 1934 (item (M) plus item (O))		1	

(Q)	Adjusted Parity Payment for 1934 (item (P) min	nus item (J	))\$ 000
		_	); ; ; ; 4
(R)	Refund Due from First Rental Payment for 1934, made (item (J) minus (P))	Previousl	y \$ 25
	0	_	
(S)	Item (K) \$ minus item (J) \$	• • • • • • • • • •	\$
(T)	DIVISION OF PAYMENT		
	Rental Payment, If Any		
ere wa			
			Refund from First Rental Payment
I a.	Landlord(50%)	e majoradajum tantah kari 1 de Serende a 1 de kelunda k	general and a standard tensor of the contract contract and the contract an
			\$
T. D.	Producer(100%)		\$ .25
de milioni prepasativos se	Total	\$	\$25
		Alle St. W. Grandwall (1966) (Street Assays) (1964) (Street Assays) (1964)	in menter and a last in the property of the state of the
	Parity Payment, If Any		
2 a.	Landlord %	\$	XXXX
2 ъ.	Producer 100%	\$ 0.00	XXXX
	Total	\$ 0.00	XXXX
997 Bis visus-marries of the Composition of the Com		A contract of the contract of	ATT 60 January Annie per Transmission des bases our

## UNITED STATES DEPARTMENT OF AGRICULTURE AGRICULTURAL ADJUSTMENT ADMINISTRATION WASHINGTON, D. C.



#### SUPPLEMENT TO MEMORANDUM TO

## PRODUCTION CONTROL COMMITTEES AND COUNTY EXTENSION AGENTS

Re: Payments to Producers for Voluntary Performance in connection with Sugar Beet and Sugarcane Production Adjustment Contracts.

Refund payments on the 1933 sugar beet crop will be paid on voluntary compliance as well as payments on the 1934 crop. In cases where application is made for the refund payment, Form Sugar 3c should be executed and submitted along with the Voluntary Compliance Statement, Form Sugar 37, the Contract, Form Sugar 3, and the Certificate of Compliance, Form Sugar 30. The Refund Supplement, Form Sugar 3c should be executed in exactly the same manner as it was for all regular payment cases.

Extreme care should be exercised in seeing that the 1933 and 1934 tenants are the parties named in the appropriate sections in the forms and that the percentage share of the crop for each participant is the same as that determined by the rental agreement for each year.

In order to make either the 1933 or 1934 payments on voluntary compliance, section 25 of the Contract and section 4 of the Refund Supplement must be signed by the party operating the farm in 1935 as producer.

If payment is made in 1936 on voluntary compliance, the 1935 producer will receive his proportionate share of the 1935 payments after compliance in 1936.

Curarburlan

C. W. Warburton Director of Extension

John E. Dalton

Chief, Sugar Section





### MEMORANDUM TO SECTION CHIEFS

All correspondence must clear through the file room.

Solicitor's Letters and Memoranda

- 1 Original, Solicitor Letterhead
- 2 White Carbons
- 1 Blue Carbon

These will be undated and prepared for the signature of the Solicitor. On all carbons, in the upper right hand corner, appear in capital letters the initials of the section chief and dictator, and in small letters the initials of the stenographer. Immediately below the initials will appear in figures the date of dictation. Next to the original will be the attachments, if any, Solicitor envelope, two white carbons (the first one bears the handwritten initials of the dictator and section chief, which are to agree with typewritten initials), then the blue carbon. See Page 5 of this Memorandum for instructions regarding "Enclosures."

Solicitor's Memoranda to Administrator

- 1 Original, Solicitor Letterhead
- 3 White
- 1 Blue

(if the memo is on sugar, make 4 white)

These will be undated and prepared for the signature of the Solicitor. On all carbons, in the upper right hand corner, appear in capital letters the initials of the section chief and dictator, and in small

letters the initials of the stenographer. Immediately below the
initials will appear in figures the
date of dictation. Next to the
original will be the attachments,
if any, Solicitor envelope, two
white carbons (the first one bears
the handwritten initials of the
dictator and section chief, which
are to agree with typewritten
initials), then the blue carbon.
See Page 5 of this Memorandum for
instructions regarding "Enclosures."

Intra Office Memoranda

1 Original, Solicitor Letterhead 2 White Carbons

All memoranda to the Solicitor must be signed by a section chief. These memoranda will be dated. The initials will appear in the upper right hand corner on both carbons. Handwritten initials will not be necessary, as the original bears the signature. See Page 4 of this Memorandum for instructions regarding "Enclosures."

Secretary's Letters

- 1 Original, Secretary Letterhead
- 1 Salmon Carbon
- 4 White Carbons

These will be undated and prepared for the signature of the Secretary. On all carbons, in the upper right hand corner, appear in capital letters the initials of the section chief and dictator, and in small letters the initials of the stenographer. Immediately below the initials will appear in figures the date of dictation. Immediately below the date will appear "AAA - Solicitor." Hext to the original will be the attachments, if any, Secretary envelope, salmon carbon, and the four white carbons. The handwritten initials

of the dictator and section chief are to agree with the typewritten initials and must be on the white carbon. See Page 5 of this Memorandum for instructions regarding "Enclosures."

Administrator's Letters

1 Original, AAA Letterhead 4 White Carbons

These will be undated and prepared for the signature of the Administrator. On all carbons, in the upper right hand corner, appear in capital letters the initials of the section chief and dictator, and in small letters the initials of the stenographer. Immediately below the initials will appear in figures the date of dictation. Immediately below the date will appear "AAA - Solicitor." Next to the original will be the attachments, if any, AAA envelope, and the four carbons (the second one bears the handwritten initials, which are to agree with typewritten initials), See Page 5 of this Memorandum for instructions regarding "Enclosures."

Solicitor's Telegrams

- 1 Original, Form 14A
- 3 White Carbons
- 1 Blue Carbon

All telegrams must be dated and for the Solicitor's signature, thus: MASTIN G. WHITE SOLICITOR

On all carbons, in the upper right hand corner, will appear in capital letters the initials of the section chief and dictator, and in small letters the initials of the stenographer. Immediately below the initials will appear in figures the date of dictation. Next to the original will be the white carbons, then the blue carbon. The first white carbon will bear the handwritten initials.

Administrator's Telegrams

- 1 Original, Form 14A
- 5 White Carbons

All telegrams must be undated and for the Administrator's signature, thus:

CHESTER C. DAVIS
ADMINISTRATOR

On all carbons, in the upper right hand corner, will appear in capital letters the initials of the section chief and dictator, and in small letters the initials of the stenographer. Immediately below the initials will appear in figures the date of dictation. Immediately below the date will appear "AAA - Solicitor." The second carbon will bear the handwritten initials.

Secretary's Telegrams

- 1 Original, Form 14A
- 3 Yellow Carbons
- 2 White Carbons

All tolegrams must be undated and for the Secretary's signature, thus: HENRY A. WALLACE

SECRETARY

On all carbons, in the upper right hand corner, will appear in capital letters the initials of the section chief and dictator, and in small letters the initials of the stenographer. Immediately below the initials will appear in figures the date of dictation. Immediately below the date will appear "AAA - Solicitor." Next to the yellow carbons, then the white carbons. The handwritten initials will appear on the first white carbon.

Pink Slips

To each letter or telegram must be attached a pink slip giving the initials of the section chief, dictator and stenographer, name and address of the person to whom the correspondence is addressed, and the subject matter. If the correspondence is a letter use "Re: ." If the correspondence is a telegram use "Retel: ."

Blue Slips

To each memorandum for the signature of the Solicitor a blue slip must be attached giving the initials of the section chief, dictator and stenographer, name of the person to whom the memorandum is written (do not put title, section or room) and the subject matter.

Enclosures

Enclosures must be listed in the lower left hand corner. When there are one or two. thus:

Enclosures

Ltr. from E. D. Smith Copy of Agreement

If there are more than two enclosures, there should be attached to the letter or memorandum a list of the enclosures.

Rewritten Letters

When a letter, drafted by one person, is rewritten by another, make one extra copy. Also in writing the initials, list the section of origin and the section in which the letter was rewritten, thus:

Originated: Division of Cotton CAC:ab

Rewritten: AAA - Solicitor
RM:GH:bj
10-5-35

Letters to Congressmen

In ADDITION to the number of copies signified by the name of the person signing a piece of correspondence, make one white carbon without initials - and if the letter is a report to a Committee make three white carbons without initials.

Administrativo Rulings		7	Diago Toron	H.C.	FILES
TOWNTHINGS OF WALTINGS			Plain Bond White		1
Agreement - Hearing ) Agreement Amendment Hearing)			Plain Bond White	4	1
Agreement Tentative Approval Agreement Amendment Tentative Approval	)		Plain Bond White		1
Agreement Final Approval Agreement Amendment Final Approval	)	1 6	Plain Bond White		1
Recommendation of Solicitor: Agreement Hearing Agreement Amendment Hearing Order Hearing Order Amendment Hearing	) ) )	6	Solicitor Letterhead White Blue	2	2 1 blue
Tax, Compensatory, Hearing ) Tax, Processing, Hearing )	)	8	Solicitor Letterhead White Blue	2	2 l blue
Opinion of the Solicitor: Agreement, Tentative Approval Agreement, Amendment Tenta- tive Approval Orders Orders Amended	)	4	Solicitor Letterhead White Blue		2 1 blue
Opinion of Solicitor: Tax, Compensatory, Regulation Tax, Compensatory, Other Findings Tax, Processing, Regulation Tax, Processing, Other Findings	)	6	Solicitor Letterhead White Blue		2 1 blue

Tax Compensatory Regulation Tax Compensatory Other Findings Tax Processing Regulation Tax Processing Other Findings	) 1 Opinion of Solicitor l Solicitor ) Letterhead ) 7 White l Blue	2 1 blue
	2 Necessary Regulation 1 Plain Bond 1 Salmon 7 White	1
	3 Sec. letter to Sec. of Treasury 1 Secretary Let 1 Salmon 7 White	tterhead 2
Tax Compensatory Hearing Tax Processing Hearing	) 1 Recommendation of 1 Solicitor Let ) Solicitor 8 White 2 1 Blue	tterhead 2 2 1 blue
	2 Necessary Regulation 1 Plain Bond 1 Salmon 11 White	4 1
	3 Sec. letter to Sec. of Treasury 1 Secretary Let 1 Salmon 7 White	tterhead 2
Termination, Agreement Termination, License	) l Secretary Le l Salmon	
Termination, Order	) 13 White (If License is (mil on milk, make 15 white)	7 1 k 9)
Findings of Fact and Recommend Officer Findings of Fact, Conclusions Notice of Hearing Order to Show Cause Orders Denying or Granting Ext Orders of Reinstatement Presiding Officer, Designation	and Order of Secretary ) 10 White ) ) ension of Time )	tterhead

		SUPPORTING DATA	H.C.	FILES
Price Determined in Price Determined (Price Determined )	l Secretary Letterhead l Salmon White	1 Plain Bond 7 White		l each
	Plain Bond White	1 Plain Bond 5 White		l cach
Agents, Amendment Agents, Appointment Agents, Designation Agents, Revocation Agents, Termination Market Administrator, Amendment Market Administrator, Appointment Market Administrator, Revocation Market Administrator, Termination	ut)13 White (	l Plain Bond 2 White If milk, 14)	7 each (milk, 9)	l each
Budget Approvals	1 Secretary 1 Letterhead 1 2 Salmon 13 White	l Plain Bond 12 White	7 each (milk, 9)	l each
Orders Amendment )	l Plain Bond 13 White (If milk, 15)		7 each (milk, 9)	1
Order Hearing ) Order Amendment Hearing )	1 Plain Bond 8 White		4	1

DOCKETS

Forms and Rulings for Commodities Cattle Corn-Hog Sheep Solicitor's Signature Supporting Data Livestock Secretary's Letters 1 Solicitor's Lettorhead 1 Plain Bond Feed 1 Secretary's Letter-6 White , 6 White Tobacco head Rice 1 Blue 1 Salmon Peanuts 8 White Sugar Wheat Solicitor's Signaturo Supporting Data Cotton Secretary's Letters 1 Solicitor's Lotterhead 1 Plain Bond 1 Secretary's Letter-head 1 Blue ... ..... 1 Salmon 1 White without initials 8 White the contract of the contract o 

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## Licensing and Enforcement Section Agricultural Adjustment Administration Uns. Department of Agriculture

## INSTRUCTION SHEET COVERING FORM AAA33

#### I JURAT

As indicated both the executive officer approving and the accountant preparing the report are to sign and swear to it before a Notary Public or Justice of the Peace.

### II PROFIT AND LOSS STATEMENT

The column headed Month, insert latest figures available.

Year to Date Column: Insert results of period from January 1, 1933 to August 31, 1933 inclusive.

Quantity Quarts: Give total "Milk Quarts" sold. This total comprises fluid milk, bulk milk in quarts, and milk quarts of cream and bulk cream, and where your Shed includes buttermilk and chocolate milk in sales of fluid milk, also include this in fluid milk.

In converting cream into milk quarts, use the conversion ratio as specified in your market agreement; that is, 1 quart of 20% cream equals 5 quarts of milk on a ratio of 4% bottle milk.

Per Quart: This space reserved for Government use.

Total Sales: Enter on this line total dollars and cents of all products sold.

If rebates or allowances are made, kindly note this fact opposite total sales, setting forth the amount.

Cost of Sales: Items 1 to 9 apply to "fluid wilk and cream" and "bulk milk and cream" only. Items 10 and 11 should include, where such a breakdown is available, material used, processing and other plant costs which apply only to by-products.

Selling Expenses: The selling expenses should be distributed if possible between retail and wholesale trade. If such breakdown is not available, insert one total. The selling expenses include the expenses in connection with all products sold.

Administrative Expenses: Include in this item all the Administrative expenses on both milk, cream and by-products.

Total Cost of Goods Sold: For this item give the sum obtained by adding "Total Cost of Milk and Cream Sold", "Total By-Product Expenses", "Selling Expenses" and "Administrative Expenses".

Net Profit or Loss: Should agree with balance on your books before "Other Income" and "Other Expense" are taken into account.

## III SALES DISTRIBUTION AND COST STATISTICS

The top line of this sheet is for showing quantities sold as per the various headings and applying to period "year to date."

For milk, cream, buttermilk, chocolate milk, include all units reduced to quarts. For example, two pints of cream equal one quart. As indicated, "bulk" milk and cream is to be shown as gallons.

The second line as indicated is for showing "Sales" amounts as per the books.

The column headed "Other" is for all other "Sales", "Costs", etc. not included in preceding columns. If possible, indicate kind of sales (eggs, etc.) included in this column.

For the blocks: "Processing", "Selling Expenses", "Administrative Expenses", if it is not possible to show actual analysis of costs, endeavor to show costs for "Milk", "Cream", "Chocolate Milk", and "Buttermilk" by first eliminating costs as applying to ice cream, cheese, butter, etc. The amounts remaining could then be allocated to "Milk", "Cream", "Chocolate Milk" and "Buttermilk" by using total quantity of those products sold, as a base, and then apportioning according to quantities of "Milk", "Cream", etc.

## IV BALANCE SHEET

This report should be as of ending date of Profit and Loss Statement.



## UNITED STATES DEPARTMENT OF AGRICULTURE AGRICULTURAL ADJUSTMENT ADMINISTRATION WASHINGTON, D. C.

SUBJECT: Preparation of Efficiency Ratings.

TO RATING AND REVIEWING OFFICERS, AGRICULTURAL ADJUSTMENT ADMINISTRATION:

The Board of Review of Efficiency Ratings has for your information and guidance prepared the following statement of essential information necessary in the preparation of efficiency ratings:

### <u>Instructions to Rating Officers</u>.

Compare the qualifications and performance of each employee, as demonstrated by his work, with the actual needs of the position, keeping in mind reasonable standards of performance for the various grades.

The Rating Officer will place in the appropriate block a check indicating whether the employee being rated is assigned work of a supervisory nature or a non-supervisory nature. Non-supervisory employees will be rated on all elements except those in italics, and supervisory employees will be rated on all elements. There is, however, one exception to the foregoing. The element "Ability to perform such physical work as the job requires", on Form 3200, is only to be used in rating employees in the Custodial Service.

The underlinings referred to on the efficiency form indicate the important elements of the position. The plus, check, and minus, to be placed at the left of the elements on the efficiency form, constitute the record of the Rating Officer's estimate of how well the employee meets the various requirements of the position.

Elements which are of minor importance in a particular position should be given minor consideration in arriving at the ratings.

The element marks and numerical ratings should first be made lightly with pencil. After all employees serving under the same Rating Officer have been rated, careful comparison and consideration of the marks and ratings assigned to the various employees in the same grade and class should be made; then any necessary alterations will be made, after which the marks and ratings must be made in black ink.

The ratings in the boxes at the right are the records of the Rating Officer's estimate of how well the employee meets the broad requirements of the position. The same rating standard should be applied to all competing employees in the same grade, irrespective of the fact that some may be receiving compensation at the minimum pay rate in a grade and others at a higher rate.

If, in the judgment of the Rating Officer, an employee should be rated as "Excellent", the sums of ratings in the blocks to the right

of the elements should range from 3 to 7, inclusive; if "Very Good", the sums in the blocks should range from 8 to 13, inclusive; if "Good", the sum should range from 14 to 19, inclusive; if "Fair", additions should be from 20 to 24, inclusive; and if "Unsatisfactory", additions should be from from 25 to 30, inclusive.

The numerial ratings on the several elements are not derived by mechanical summation of the element marks, but depend upon the best judgment of the Rating Officer as to how well the employee meets the broad requirements of the position. This judgment is assisted by the element marks, but is not determined solely by them; there should, of course, be a reasonable degree of consistency between the numerical ratings and the element marks. In arriving at the numeral to be put in the blocks at the right of the elements, it should be borne in mind that the several elements are not of equal importance. As stated on the blank, a plus sign indicates a strong point; a check neither weak nor strong; and a minus, a weak point.

The name of an employee rated on a service of less than 90 days should be followed by the notation "Less than 90 days".

Report on deportment and attitude, near the bottom of the first page, should be answered "Yes", "No," or "Fairly so". If the answer is "No" or "Fairly so" it should be explained on the space provided on the back of the efficiency form. The Rating Officer should not allow unsatisfactory conduct, as such, to influence marks on efficiency except as such unsatisfactory conduct may actually affect the employee's performance on some specific element or elements.

## Instructions to Reviewing Officers.

Compare the marks and ratings assigned by the different Rating Officers under your supervision, making such suggestions as may be necessary to secure a reasonable uniformity of standards and accuracy in the marks and ratings, and making any necessary corrections. Ratings by Reviewing Officers should be made with red ink, without crossing out or erasing the marks or ratings given by the Rating Officer.

Before any marks or ratings given by the Rating Officer are changed, the Reviewing Officer should discuss the proposed change with the Rating Officer.

After the Reviewing Officer has rated the employees serving under his supervision, he should sign and date the forms and forward them promptly to the Chairman of the Board of Review of Efficiency Ratings.

## Functions of Board of Review of Efficiency Ratings.

The chief function of the Board of Review of Efficiency Ratings is to obtain intelligent cooperation from all the Rating Officers before,

as well as after, the rating process is actually completed.

The Board of Review will study the ratings of different Rating and Reviewing Officers to learn whether the standards used by the various officers are reasonably in harmony. The Board of Review will serve all Rating and Reviewing Officers as a central and authoritative source of information on questions of rating procedure.

The Rating and Reviewing Officers should, of course, appreciate the necessity for review by the Board of Review of Efficiency Ratings and inquiry as to any conspicuous lack of agreement between the element marks and the numerical ratings, as well as securing uniformity in ratings for like performance among the several branches of the orginization as far as possible. The board is authorized, after conferences with the Rating and Reviewing Officers concerned, to adjust ratings by groups where such adjustment is clearly necessary in order to secure fairness and equity among the ratings of different groups and to prevent undue discrimination. The adjustment function of the Board, however, is intended to apply to the general standards of different Ratings Officers rather than adjustments of marks and ratings of individual employees, as distinguished from adjustments of Rating Officers' standards, Adjustment of standards by the Board of Review will not require changes in marks or ratings on elements or groups of elements, but merely changes in the sum of ratings and the corresponding adjective rating, that is, "Excellent", "Very Good", "Good", "Fair", or "Unsatisfactory".

#### Meaning of the Ratings.

Employees with ratings of "Excellent", numerical ratings of 3 to 7, inclusive, or "Very Good", numerical ratings of 8 to 13, inclusive, are eligible for a salary increase within the grade to which allocated, if not already receiving the maximum pay rate of their grade.

An employee with a rating of "Good", numerical ratings of 14 to19, inclusive, is eligible for promotion to a salary equal to, but not beyond the average salary of the grade he occupies; but if he is already receiving a salary higher than the average salary of the grade; he is not subject to a salary reduction on that account.

An employee with a rating of "Fair", numerical ratings of 20 to 24, inclusive, must be reduced one salary step if receiving a salary equal to or above the average salary of the grade; but if he is already receiving a salary equal to or below the average salary of the grade, he is not subject to a salary reduction on that account.

An employee with an "Unsatisfactory" rating, numerical ratings of 25 to 30, inclusive, will not be permitted to continue in the work upon which engaged during the period covered by the rating. He will be assigned to duties more nearly comparable with his ability in a lower classification grade, and his salary will be fixed at a rate not in excess of the average

salary rate of such grade. Should no suitable vacancy be available in a lower classification grade, he will be separated from the Service for inefficiency.

## Functions of the Civil Service Commission.

The greatest of care should be exercised in the filling out of efficiency forms, ever bearing in mind that the Civil Service Commission will inquire into each case of proposed salary reduction or separation on account of a low efficiency rating, to determine whether or not the efficiency ratings have been made in accordance with the approved procedure.

T. Weed Harvey,

Chairman, Board of Review of Efficiency Ratings.

UNITED STATES DEPARTMENT OF AGRICULTURE AGRICULTURAL ADJUSTMENT ADMINISTRATION Washington, D. C. PROCEDURE TO BE FOLLOWED BY FIELD OFFICER IN CHARGE IN RENEWING LEASES PLEASE READ CAREFULLY Even though a lease contains a renewal option for the ensuing fiscal year, it is necessary that the Field Officer ascertain before such renewal option is exercised that the terms under the lease are the best obtainable. It may be that owners or agents of other eligible premises have space which may be rented at a lower rate. Or it may be that since the preceding year, changing conditions and declines in market values have made the proposed payment under a renewal in excess of the 15% fair market value restriction of the Economy Act. It is therefore necessary that the following procedure be followed: 1. Determine first the number of square feet of space necessary for use by the Agricultural Adjustment Administration for the coming fiscal year. Then contact the Postmaster, Custodian, or President of the local Federal Business Association to ascertain if there may be free space in a Federal or municipal building. If none is available, a statement to that effect should be obtained. 2. If no free space is available, then contact at least three owners or agents of eligible premises, including present landlord, for quotations on the number of square feet required. For instance, if the requirements are 2,000 square feet, each owner or agent contacted should be requested to quote a per annum rental rate on approximately 2,000 square feet. These contacts and quotations may be made informally. 3. If the present landlord offers the lowest price, either under present or reduced terms, a memorandum should be submitted showing: (a) Number of square feet needed, and upon which each owner or agent was asked to quote. (b) Names and addresses of owners or agents from whom inquiry was made (at least three). (c) Square feet and terms, if any, offered by each. (d) If the rental under renewal is over \$2,000.00

per annum, Space Data Sheet (Renewals of Leases) must be submitted.

NOTICE: Even though the fair market value has previously been established, it is necessary each year upon renewing to reestablish the market value as of the current date.

4. After receipt of the various quotations, if it is found that prices elsewhere are less than for the present quarters, either on present or reduced terms, it will be necessary to solicit for competitive bids with a view to entering into a new lease. In this case, the Office of Business Management should be informed, through the Division, of the number of square feet and any special services needed, in order that specifications may be drawn up and forwarded to the Field for solicitation of bids.

Any quotations and other information obtained as a result of the informal canvass as well as the request for preparation of specifications should be forwarded through the Division to the Office of Business Management not later than April 30.

T. Weed Harvey,

Assistant to Administrator.

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## UNITED STATES DEPARTMENT OF AGRICULTURE AGRICULTURAL ADJUSTMENT ADMINISTRATION Washington, D. C.

## PROCEDURE TO BE FOLLOWED BY FIELD OFFICER IN CHARGE

#### IN OBTAINING OFFICE SPACE

### PLEASE READ CAREFULLY

- 1. Ascertain if there is free space available in Federal or municipal buildings which may be used for office purposes. If none is available, a statement to that effect shall be obtained from the Postmaster, Custodian, or President of the local Federal Business Association.
- 2. If no free space is available, it will be necessary to solicit for competitive bids. First, the blank spaces at the top of the Invitation, Bid and Acceptance Form (Standard Form 33, hereinafter referred to as Specifications) shall be filled in identically on each set before distribution.

The specifications are to be written in the Office of Business Management and forwarded through the Division to the Field Office for distribution. If it is found that any additions to or changes in such Specifications are necessary, the changes or additions must be made identically on each set before distribution.

- (a) Insert in the space provided therefor at the top (right) of the Specifications, the date on which the set of Specifications is given (in single copy) to the prospective bidder.
- (b) Insert identically on each set of Specifications before distribution in the spaces provided therefor the hour, (Standard Time), place and date on which the bids are to be opened.
- (c) The Field Officer in Charge shall <u>sign</u> each set of Specifications in the space marked "Name" and insert thereafter his title.
- 3. Post one copy of the Specifications in the Post Office and distribute the other copies to owners or agents who may have suitable space.
- 4. All bids received shall be opened by the Field Officer in Charge at the hour, place and date designated on the Specifications before distribution. Each bid must show the date on which it is submitted by the bidder, space for which is provided in the lower (right) part of the form, under "Bid". This date must be the same as or prior to date of opening shown at the top. The spaces under "Acceptance by the Government" are to be left blank. After the bids have been opened, no alterations by either the Field Officer or the bidder are permissable.

- 5. As many bids as possible should be obtained on suitable space. However, if less than three bids are received in response to this solicitation, indication must be made, upon transmittal of bids through the Division to the Office of Business Management, of the names and addresses of those to whom opportunity was given to bid, if they do not submit signed declinations giving such information.
- 6. The attached Space Data Sheet <u>must be filled in completely</u> in accordance with instructions contained therein.
- 7. All bids received, with any related papers, and recommendation for acceptance of low bid meeting requirements as shown on the Specifications, should be mailed as soon as possible after opening. The Government must accept the lowest bid if such bid meets specifications. If other than the low bid is recommended for acceptance, a detailed statement must be furnished, giving reasons for such action.

The completed bid case when forwarded to the Division office in Washington should contain:

- (a) Statement from Postmaster, Custodian, or President of the local Federal Business Association to the effect that no free space is available.
- (b) All bids received, with floor plans attached, any written statements or declinations to bid, or if no written declinations are received, the names and addresses of those to whom opportunity was given to bid.
- (c) Recommendation for acceptance of the low bid meeting requirements.
- (d) Date of proposed occupancy.

NOTICE: No Field office space is to be occupied until authority is granted.

8. It is requested that this procedure be followed carefully, and that before the bid case is forwarded a thorough check be made to ascertain that requested papers are attached, and the necessary information furnished as outlined above. If this is done, it will obviate the necessity for unnecessary correspondence or rejection of bids, with subsequent delay in obtaining office quarters.

F. Weed Harvey,

Assistant to Administrator.